

W10: Business Plan for

MALS-4284-1 - Art and Culture Entrepreneurship

Masters of Art

Art and Cultural Management for Advocacy and Outreach

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Executive Summary

ArtMiAmor Mural Online Gallery is a distinctive nod to the large format visual artist seeking to profit in a digital age by merging creativity with technology. The mission of this community service is to elevate street artistry with digital documentation and promotion, enhancing the accessibility of the medium for worldwide audiences. A subscription-based gallery will enable viewers to experience the progression of the artist's application on indoor adjustable walls in a studio environment. The artist will earn a scholarship to produce, promote, and earn revenue from their custom creative visual expressions. ArtMiAmor understands the impermanence of outdoor murals, the dissonance between art and accessibility, and the need to elevate the artistic process and human creativity to digital mediums. The vision is to embark on a solution to launch a unique medium for mural arts consumption and radical artist self-promotion. Visual arts online are ever-trending upwards in viewership (Deviant Art n.d.). Online subscription models have proven revenue-generating capacity in the billions; it's time for Mural Arts to take the spotlight and the artists to access this potential financial powerhouse.

Pitch Script and Video Link

Pitch video link: [Artmiamor Pitch Video](#)

Pitch Script

ArtMiAmor, L3C

"Making transient Mural Art accessible for all."

We remove barriers to experience mural art, enable growth for the format and artists, and generate a sustainable practice.

Removing Barriers

- Large format Artist's community - a place to share ideas, inspiration, network, and learn.



- Geolocation and Accessibility: Worldwide Audience - removing the barriers of the mural's location and expanding to the world. We will offer digital accessibility tools for all fans to share the magic of the artist's creations.
- Digitally archived and protected - to allow the artist to benefit, with proven process documentation and high-resolution copyrighted images safe from AI bots.

Enabling Growth

Self-sustaining through fan subscriptions - Fans of street art, murals, and large-format printing converge to support artists through subscription access that fits their interests and budget. A low cost of entry at only \$1 a month to enjoy new content weekly or up to \$15 a month to have a personal dialog with the featured artists and receive custom merchandise.

Educating artists with scholarships - 60% of fan-based subscriptions pay for artist scholarships to produce a mural in the studio and attend an intensive in self-marketing and digital promotion, enabling professional growth.

Marketing Murals beyond walls - Artmiamor Studios has configurable surfaces that surpass the side of a building. Unique configurations, angles, and perspectives can be arranged to the artist's desire.

Sustainable Practice

Reuse space - The reusable studio space prides itself on creating a space for transient art to be created, destroyed, documented, and enjoyed digitally for a lifetime.

Sustainable art supplies - state-of-the-art airbrushes to replace aerosol cans, disposal of paint that won't end up in our water supply, we employ practices to keep our studio green.

Reduce travel footprint and increase visibility - You won't need to travel to New York or Hong Kong to witness this art installation. You can view it at home with your print or cast it on your oversized TV as wallpaper.

However, you want to experience it at home. We got you.



Description of Business

As a low-profit limited liability company or L3C, the profits can return to owners and investors. The business can apply for philanthropic money (PRIs) and seek out traditional investments (Thomas 2023, slide 15). This is the perfect scenario to build enough capital funding to expand the capacity of the business and expand upon the rental revenue. As an L3C the Colorado Bar Association describes this business type as “an L3C is run like a regular business and if profitable...the primary aim of the L3C is not to make a profit but to achieve socially beneficial purposes” (Miklosi 2007, 8). The L3C income and expenses are taxed like an LLC, and the members report their returns as income earned (Miklosi 2007, 8).

Mission Statement

“ArtMiAmor studios enable transient Mural Art for all.”

The vision of this organization is centered around large-format artist education, advocacy, and accessibility. The studio space is a new format for these artists to explore, going beyond walls and locations and expanding digitally to a worldwide fan base.

Legal Structure and Ownership

ArtMiAmor will be able to register with the state of Colorado as an L3C. The business aims to establish a clear commitment to social objectives, enabling a broader range of investment sources to improve upon successful outcomes. This business is adequately positioned to qualify as an educational firm allowing the artists to learn about self-promotion combined with a cultural development mission. ArtMiAmor will be under the sole ownership of culturepreneur Bea Halstead.

Facility

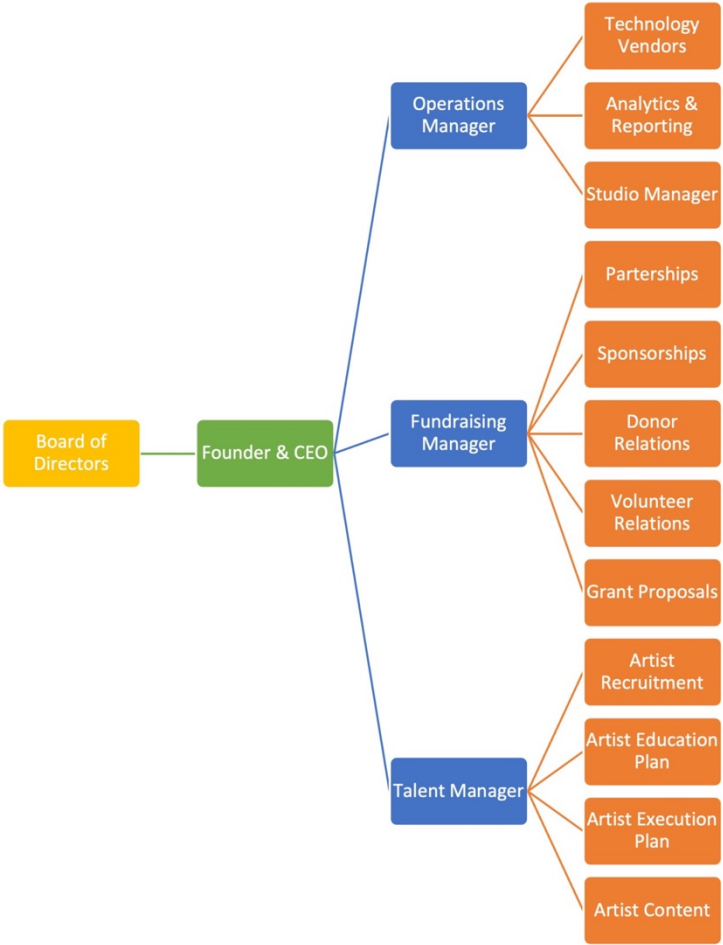
Artemiamor plans to start with limited funding and overhead to attract investors for a long-term strategic plan. The facility will be a rental studio space in the Denver metro area where basic infrastructure can be assembled to produce content. There will be a minimum of six months required for content production and publication, and the education curriculum will be evaluated to build momentum, audience data, and analytics.



Organizational Structure

The organizational structure is relatively flat, allowing for better agility in decision-making and speed to execute, employee accountability, and reduced salary costs (Thomas 2023). The below chart outlines how each manager will interact with external resources to complete responsibilities (Figure 1).

Figure 1: ArtMiAmor Organizational Chart, Flat Business Structure, and Functional Departments



About the Founder

Bea Halstead will be the founder and CEO of the L3C and will be responsible for organizing starting operational requirements and artist educational curriculum. The founder will add expertise in the following areas:



- IDEA best practices
- Team Leadership, Mentorship, and Training
- Business Strategy and Prioritization
- Market Research, Target Audience Research
- Organizational processes and policies
- Grant writing, Investor relations, and Fundraising
- Technology, Analytics/Vibrancy Metrics, and Financial Acumen
- Artistic process documentation and marketing communications
- Digital marketing and channel management education
- Event Planning
- Property management

Suppliers

External support will be hired on an as-needed basis for the following areas:

- Web and Graphic Design
- Legal Contracts
- Insurance and HR
- Accounting, Finance, and Payroll
- Artist Portfolio Review/Networking
- Fundraising Support
- Studio AV Installation
- Studio Wall fabrication
- Various Volunteer Roles
- Event Planning
- Executive recruiting firm
- Customer Relationship Management (CRM) Software
- Accounting Software
- Analytics dashboard aggregate software
- Video editing software and publication

Advisory Board

The Advisory Board Members will be volunteer-based and advisory, ideally including a diverse mix of gender identities, socioeconomic status, race, and ability. The ideal skill sets, business affiliations, and artist networking capacity are strongly desired. The perfect board will have at least six members that align with each functional department: technology and analytics, fundraising, operations, talent, finance, and adult



education. An external specialist will be engaged to recruit the board's ideal makeup to reduce proximity bias and consider the following criteria.

- 30/30/30 percent gender equality
- Two members of the same race representing each segment
- Local, National, and Global business expertise
- Nonprofit, L3C, Not-for-profit experience
- Visual Arts Affinity
- Identifies as minority abled via mentally, emotionally, physically, or otherwise
- Desired expertise in one of the areas mentioned above

Management Overview

ArtMiAmor must manage a CRM to build a database of artists, mentors, partners, investors, and patrons to best track communications and create target audience segments. A lean operations team and external staffing can accomplish many aspects of this business while keeping overhead costs low and allowing for growth. Recognizing that an online mural gallery and studio concept can be piloted is essential. With a small crowdfunded and grant-funded budget, a makeshift small-scale version of the idea can be executed with only the founder, a few volunteers, artists, and online subscription streaming accounts (OSS n.d.). The managerial style will always embrace anonymity and accountability by utilizing metrics in a data-obsessed culture. Data Hygiene and IDEA will be the vital value-based drivers guiding participants in executing the mission.

Products, Programming & Services

Products

Artmiamor will contract with artists selected for the scholarship and gallery showcase to produce digital programming for a subscription channel. Each episode will highlight the artistic process, interview the artist, and supply deeper links to connect and purchase merchandise. The merchandise will be a variety of items offered by Society 6, a retailer specializing in artist merchandise, and we will educate the artist on



setting up an account with them as part of their self-promotion education (Society6.com n.d.). Patreon also offers merchandise support and fulfillment via its business model, which will be utilized for subscribers in the top tier (Patreon n.d.).

Murals

Artmiamor Studio will incorporate set design principles with lighting and four transposable six-foot tall by 3-foot-wide walls on caster wheels and can be repositioned in any configuration the artist chooses. We have a few studio guidelines around creating “all ages” content for mass appeal and digital consumption. The mural art intends only to exist while the artist actively works on the piece. Once the project is finished, we will host a “closing” live event to broadcast the artist “destroying” their work by painting over the walls with white primer. This will ensure the artwork exclusively exists digitally and is only accessible via the merchandising available and the limited release of digital prints and videos by the artist and the Artmiamor channel.

Subscriptions

Artmiamor will direct all traffic to a Patreon channel offering subscription-based content access. This trendy and successful format has been gaining revenue potential and is the best approach to generating ongoing digital fan support and exposure for the artists. The subscription model will include various access facets depending on the amount they subscribe to. There will be three subscription tiers for fans to select from:

Tier Level Description	Benefits	Cost
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Tier 1: Mural Seeker	<ul style="list-style-type: none">- Ad-Free Content- Behind the scenes content- Artist contact information	\$5/m \$60/year
Tier 2: Mural Enthusiast	Same as Teir 1 and includes: <ul style="list-style-type: none">- Live Streaming- Live Chat via Discord	\$10/month \$120/year
Tier 3: Mural Champion	Same as Tier 1 & 2 and includes: <ul style="list-style-type: none">- Digital Downloads- Live Q & As- Merch (quarterly)- Patron acknowledgement- Complete post archive	\$15/mo \$180

Programming

Artimiamor will focus on subscription content, artist education curriculum, and events.

Subscription Content

Each artist will have a series of episodes that support the process, education, and creation of the artwork in the studio aligned to the timeline of three weeks.

Week 1:



Ep 1: Meet the Artist (bio, portfolio and social links)	Bonus content: Brainstorm color plates, materials and more over live chat
Ep 2: Sneak Peak: Mural Drafts, and Drawing the design timelapse	Bonus content: Live Q & A with artist on their artistic process
Ep 3: Live Stream of Artist at Work	Bonus content: Live Chat with studio owner while they paint
Week 2:	
Ep 4: Live Stream of Artist at Work	Bonus content: Live Chat with studio owner while they paint
Ep 5: Live Stream of Artist at Work	Bonus content: Live Chat with studio owner while they paint
Ep 6: Final Cut – Streams edited into full Timelapse Video	Bonus content – Digital Download of high-resolution artwork
Week 3:	
Ep 7: Postscript Interview with Artist	Bonus content: Behind-the-scenes moments
Ep 8: Artist Educational Journey – Key Insights	Bonus content: Patron Shout Out
E9: Live Stream – Mural Destroy and Reset	Bonus content: Live Q & A post event, VIP streaming access
Week 4: Artist Teaser Video	Bonus content: Early access to upcoming artist portfolio

Artist Scholarships and Education

Artmiamor scholarships will pay the artist \$3500 for the three weeks of Studio and Classroom time during their stay. They will be awarded a budget of \$1500 for travel and accommodation expenses. Artmiamor will provide the painting supplies, equipment, video recording, editing, and publishing. The artist will be allotted 70hrs to produce the artwork, 10hrs to engage with fans, and 30hrs for self-promotion education. The curriculum will include video instruction, written guides, and start-up information for turning themselves into an LLC. The curriculum will consist of an overview of basic business administration and budgeting, digital channel strategy, and digital advertising and revenue methodologies.

Gallery Events



As the organization grows, the goal is to eventually own a commercial space to host a small studio apartment for the resident artist and secure a space for the artwork that can be rented as an event space. The event space can include showcasing the artist's current work in progress and hosting a hybrid “closing” ceremony to view the artwork just before the artist destroys it. These events would occur at the end of the third week of the month and would invite the local artist community and arts patrons within a five-mile radius via a targeted mailing list.

Marketing Plan

Before I get too deep into the numbers, the initial research examined trends in online streaming channels and monetization. I knew that having a Mural Gallery is unique, but having it online also sets it apart, and combining that with the power of subscription-based content, well, that’s pure gold!

Market Analysis

A broad view of the market will help develop the market size, trends, competition, SWOT, and other data points that lead to strategy. This overview of these areas is a sampling of data from various web sources analogous to the business model. However, there are no direct competitors, just market competition for online consumption of art, streaming art processes, and purchasing artist creations.

Quick Market Overview provided by SEMRush shows the market size for Visual Arts via search to have a 155.3 million user audience trending upwards month over month (Figure 2).

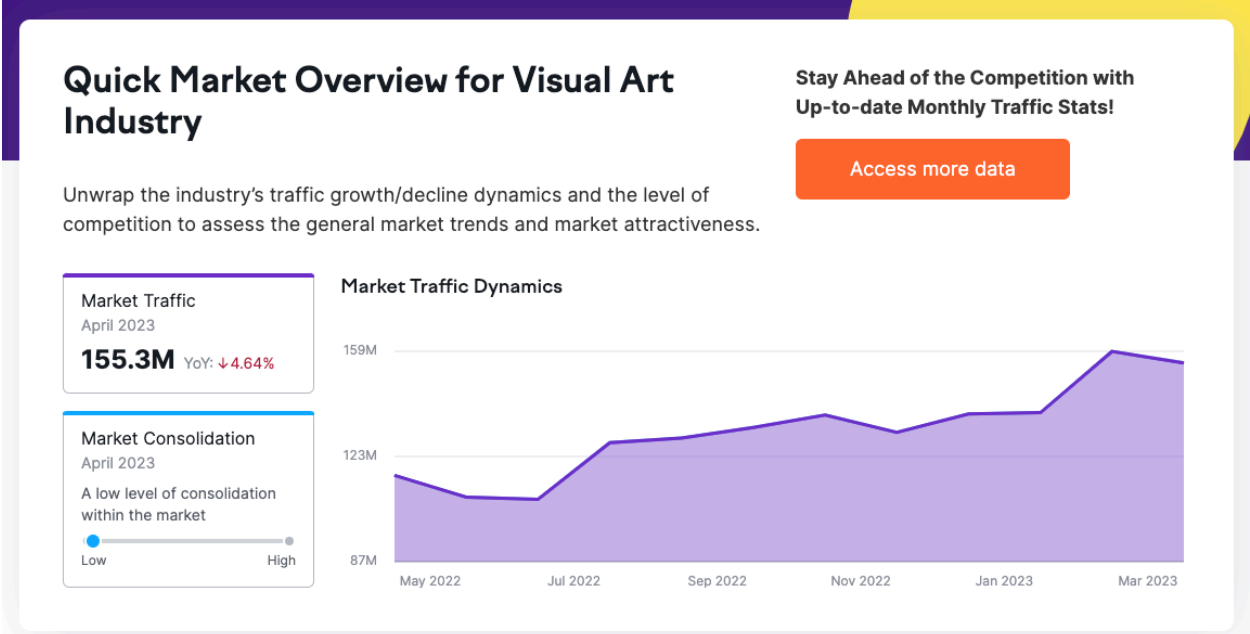


Figure 2. Quick Market Overview for the Visual Art Industry. 2023. “Trending Websites”.

SEMRush.com. Filter by “Visual Artist” and “Worldwide”. Accessed on May 31, 2023.

<https://www.semrush.com/trending-websites/global/visual-art>

A deeper review of the report shows data for the top websites, monthly and yearly traffic trends, traffic sources, and desktop vs. mobile access (SEMRush 2023). This can aid in sourcing competitors, ensuring you build the right experience with your website or platform, and help you see what trends to expect.

Trends

Meticulous Market Research reported that the “live-streaming market is expected to grow at a CAGR of 22.4% from 2021 to 2028 to reach \$4.26 billion by 2028” (PR Newswire 2022). While this article primarily focuses on live streaming for other topics, such as gaming and esports, the popularity of this entertainment format is quickly establishing itself as a market trend. While searching for YouTube channels for street artists, I came across several blogs highlighting the direction of this artwork format being popular among digital viewers. One final research element I used was reviewing the top Patreon subscription channels for visual artists by earnings and growth on Graphtreon (Greaphtreon n.d.). This resource helped me to



understand the potential subscription volume and increases over time for various channels. I was curious if visual artists highly saturated the Patreon market, and I found that they only make up eleven percent of the overall type of creators (Susic 2023). To finish my trends research, I looked at the number of Patreon visitors worldwide and found that from November 2022 to January 2023, they grew by 14.5% in three months serving over 100 million visitors (Susic 2023).

Competition

While there is no direct competitor to an online mural art gallery, there is plenty of competition in the streaming and Patreon creators’ market. In fact, from 2019 to 2022, the number of patrons on Patreon increased by 100% to 8 million (Susic 2023). If we factor in all the online streaming services available, like Twitch, YouTube, Vimeo, etc., and the competition from TV streaming services, the market seems enormous, and it is. The beauty of this business model is that it won’t need to compete significantly. It is competing against individual creators and channels and leveraging partnerships with those existing content makers to drive some patrons of the arts to an organization supporting artists. It also competes with the artists it helps support by teaching them how to navigate and monetize artwork online. The business acts as a launching pad, allowing content creators to learn how to utilize these tools to get their fan base up and running.

SWOT Analysis

<p>Strengths – Internal</p> <ol style="list-style-type: none">1. Founder has in-depth experience in digital content, marketing, and management2. Business model is unique3. Start-up costs taper off to a low monthly operational expense under \$10K4. Social media channels and brands are long-standing pre-established channels	<p>Weaknesses – Internal</p> <ol style="list-style-type: none">1. Business model is untested within Patreon or live-streaming formats2. No current patron database3. No artist database4. No partners identified
<p>Opportunities – External</p> <ol style="list-style-type: none">1. Partnerships with Street Artist Channels for free advertising2. Partners with local studios for in-kind donations3. Funding via Crowd Sourcing for each artist4. Existing Artist social networks	<p>Threats – External</p> <ol style="list-style-type: none">1. Rental Studio policy2. Commercial Taxes3. YouTube Subscription channels4. Artist no shows



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Marketing Strategy

Each artist will ideally have an established social presence on 1-2 significant channels where the individual can post links to the YouTube Channel, Website, Facebook, and Patreon account to gain support and awareness of their upcoming project. We will use YouTube and Facebook affinity advertising to post links to Street and Mural art videos. Our goals are summarized based on Projected Revenue Data in Appendix four, which details the rate of growth we would need to meet monthly operating expenses in an 8mo timeframe.

Marketing Goals Summary

- Collect Start-up Funds for eight months of operational expenses.
- Generate partnerships with fifteen large-format artists worldwide by the third month to build a network of artists to award scholarships.
- Convert 5% or 35,000 fans/likes/follows/traffic from 700K impressions via advertising.
- Convert 3% or 175 of those fans to paid subscribers at an average of seven dollars per.
- Grow subscribers by 50% month over month for eight months.
- Break-even on operations expenses in eight months.

Target Market Analysis

To assess who my target audiences would be, I looked at other art-related streaming channels like Youtube.com and Vimeo. This allowed me to create an estimated audience size to calculate against



Patreon’s conversation ratio benchmarks. Here is a summary of the different target market values I used to base the rest of my financial figures and estimates.

Market Analysis Topic	Result
Top 15 Street Artist YouTube Channels – Average Channel Subscribers (InterestedVideos n.d.)	Average # 1,187,453 Median Average # 447,091
Average Patreon Creator Earnings (Patreon n.d.)	\$315-\$1575 per month
% of traffic that converts to creator page (Patreon n.d.)	1-5%
Average value per patron (Patreon n.d.)	\$7
Average patrons a creator has (Patreon n.d.)	45 - 225
Patreon Visitors Geographically (Susic 2023)	USA – 27.91%, UK 5.63%, Canada 3.2%, 62.93% from other countries
Target Age Groups of Patreon.com visitors (Susic 2023)	33.69% - 18-24 age group 32.35% - 25-34 age group
Gender diversity of Patreon visitors (Susic 2023)	75.73% Male 24.27% Female
Highest share of monthly payouts by category (Susic 2023)	Video at \$5.71M (Drawing and Painting \$541K)
Referral Source for Visual Artists (Susic 2023)	Video Creators: YouTube (50%) Visual Artists: Deviant Art (21%), Twitter (19%)



Unique Selling Proposition

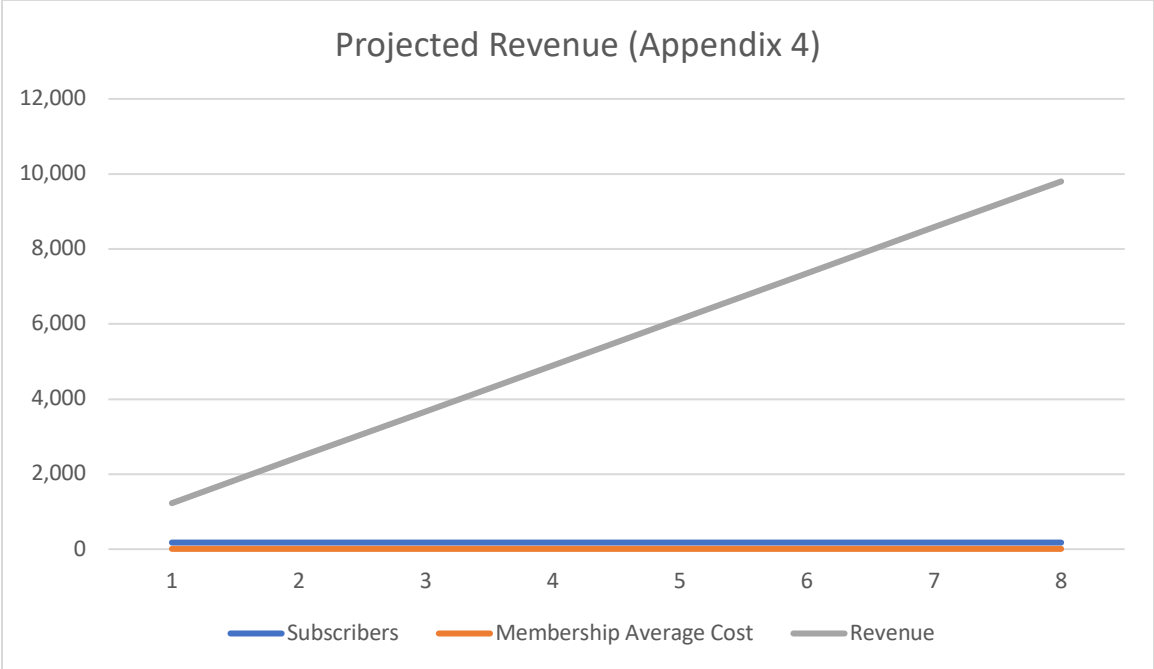
Artmiamor is bringing murals off the streets and into a studio to expose the unique methods of large-format painting in a safe and legal environment. We advocate for artists that perform these works on city walls and in unsanctioned areas to enable them to move to digital formats to promote themselves and establish a sustainable income and practice in a studio setting. Graffiti artists exist worldwide, although it is illegal almost everywhere. Street artists are the sanctioned version of these outdoor artists and typically are commissioned for wall artwork by local businesses. Mural artists typically are indoor large-format artists. We seek to engage and empower large-format artists with this business model.

Financial Projections

Financial Plan Overview

Charting the protentional revenue is estimating how many subscribers we can potentially attract and retain from each artist's network and advertising. The goal of having 6,250 subscribers in 6mo comes with a formula that combines the number of people in the artist network with the number of existing large format patrons on YouTube. I have used my existing digital footprint for Artist #1. My network on social has over 2K, and if I convert 2% of the following, I will have earned 40 subscribers at \$7 each, earning \$280 for my first month of subscriptions without advertising spend. When I add the potential to earn with advertising spend, I can show operational expenses being covered with a small surplus by the eight months. Within the year, tracking that same growth of 50% month over month, I'll have earned \$19,650 in surplus funds. When taking this same formula for the second year, I'm earning a surplus of \$172,110, paying off bank loans to reduce my operating expenses, and being well established in the artist community and among subscribers for rich content. This estimate is based on conservative subscription conversion rates and average revenue per subscriber.

Here is an example of how earnings grow with this formula:



Startup Finances

Start-up expenses, including a working capital and contingency fund, are under \$200K. Utilizing diverse revenue streams such as crowdfunding, personal funds, friends and family investors, grants, and small bank loans, the funding model for the business seems obtainable. A detailed view of the equipment and external contractor fees is outlined in Appendix 2.

Exit and Assessment Strategy

Succession Planning

Artmiamor is a lean-running organization with little operating oversight and a small founder/owner staff. I have added the element of a volunteer advisory board to have external stakeholders familiar enough with the organization that an exit and succession plan can be established. There will be partnerships with other sole proprietors in the street arts that could take over operations in the event of an emergency exit, and contracts can be formed to will that into existence if the need arises. There is also an exit strategy where a major gallery organization seeks to purchase the IP of Artmiamor and commercialize the concept to larger venues and audiences. Upon retirement, the owner/founder plans to donate the business for third-party sales or liquidation to Street Wise Arts, a nonprofit mural organization in Boulder, CO (Street Wise Arts n.d.).



Evaluation Strategy

Artmiami will have several different types of investors, stakeholders, and programs and must establish an evaluative assessment style. Evaluative styles will help to evaluate and report on the performance of the overall business activities but can also be used for program modeling, design, and improvements (Instrumentl 2023). Creating a map of the activities that will result in the desired outcomes is essential to monitor the progress toward goals. This evaluation plan will include goals, objectives, measurement methods, timelines, budgets, logic models, and resources (Instrumentl 2023).

Logic Model

To create a framework for Artmiami, I utilized the visual representation of this model:

Resources	Activities	Outputs/Intended Results	Short/Long Outcomes	Impact
To accomplish our set of activities we will need the following:	To address our asset, we will need to accomplish the following:	Once activities are met, they will produce the following:	The following changes can be expected in 1-5 years:	The following changes in 7-10 years:
1. L3C registration 2. Diverse advisory board 3. Legal Advice, Insurance 4. Rental Studio contract for 1 yr 5. First years funding (\$XXXX) 6. Studio equipment 7. Artist contract and orientation process 8. Education curriculum 9. Endorsement from Artist networks, partnerships	1. Design and implements a funding strategy 2. Apply for grants and foundation support 3. Plan a website, Patreon channel, and social channels content strategy 4. Design and implement a PR campaign 5. Obtain donated legal document support 6. Seek out key partnerships for in-kind donations and networking 7. Implement metrics, KPIs, and evaluation plan 8. Set up Studio space 9. Bylaws for Volunteer Advisory board	1. # of artist interest via applications 2. # of partnership mentions 3. # of followers on social 4. # of paid subscribers on Patreon 5. # of volunteers 6. % of conversions from followers to fans 7. % of subscriber upgrades 8. \$\$ merchandise orders 9. % of tactics used ongoing by recruited artists 10. % of churn on Advisory board	1. Network of artists and referrals 2. Brand recognition in Street Art circles 3. Monthly paid subscriptions cover operating expenses 4. Expand staff to hire 1-2 employees 5. X# of Artist Success stories 6. Refined and innovated education curriculum 7. Recognized unique format in the larger gallery sector	1. Purchase of studio space / rental venue 2. Collect endowment revenue to diversify income 3. Expand staff to 4-6 employees 4. Host large opening/closing in-person exhibitions 5. Collaborate with local musicians and performance artists 6. Over 100 Urban artist scholarships and education programs completed 7. 90% Subscriber satisfaction



				8. Ongoing staff of volunteers serving 6mo terms of service
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Appendix

Appendix 1: Sample Patreon Mockup

Appendix 2: Detailed Startup Expenses

Appendix 3: Monthly Expenses

Appendix 4: Projected Revenue Data

Appendix 4: Market Research

Conclusion

Streaming and publishing art online has been executed over the last 20 years by various portfolio sites like Deviant Art, which serves over 100+ million unique visitors a month (Deviant Art n.d.). Street artists and mural artists are limited by location, and a gallery setting that showcases this type of visual medium online and the process with which it is created has yet to exist today. With AI-generated art threatening visual artists, the need to showcase the process and elevate the artist's talents becomes more relevant. ArtMiAmor seeks to educate a diverse pool of large-format artists on creating digital revenue streams to support ongoing self-promotion and help them build fans to increase accessibility to art worldwide.



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